Facilities Services Operations
Key Performance Indicators

April 2021
FY2021
Through March 2021 Financial Close
## Key Process Indicators - Summary

<table>
<thead>
<tr>
<th>Key Process</th>
<th>Current</th>
<th>Change</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Team Safety</strong></td>
<td>79.0%</td>
<td>+1%</td>
<td>Positive</td>
</tr>
<tr>
<td>DART</td>
<td>4.84</td>
<td>-0.07%</td>
<td>Positive</td>
</tr>
<tr>
<td>Safety Training Compliance Rate</td>
<td>99.0%</td>
<td>-0.08%</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Service Delivery</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Order Completion Time</td>
<td>94%</td>
<td>+15%</td>
<td>Positive</td>
</tr>
<tr>
<td>Client Satisfaction Rate</td>
<td>93%</td>
<td>-3.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Janitorial Inspection Score</td>
<td>90%</td>
<td>-5%</td>
<td>Negative</td>
</tr>
<tr>
<td>FS Identified Work Order Rate</td>
<td>58%</td>
<td>+4.0%</td>
<td>Positive</td>
</tr>
<tr>
<td>Steam Commodity Uptime</td>
<td>99.99%</td>
<td>0.0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Financial Performance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations Actual to Budget</td>
<td>-1.0%</td>
<td>-1.0%</td>
<td>Positive</td>
</tr>
<tr>
<td>Utilities Actual to Budget</td>
<td>-1.0%</td>
<td>-1.0%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Risk Reduction</strong></td>
<td>3.1</td>
<td>-1.5</td>
<td>Negative</td>
</tr>
<tr>
<td>Preventive Maint. Completion Time</td>
<td>100%</td>
<td>0.0%</td>
<td>Neutral</td>
</tr>
<tr>
<td>PM to CM Percentage</td>
<td>49%</td>
<td>-5.0%</td>
<td>Negative</td>
</tr>
<tr>
<td>Elevator Entrapments</td>
<td>0</td>
<td>0</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>0.0</td>
<td>-1.3</td>
<td>Negative</td>
</tr>
<tr>
<td>Energy Usage Intensity (kBTU/SF)</td>
<td>151.1</td>
<td>+0.9%</td>
<td>Negative</td>
</tr>
<tr>
<td>Waste Diversion Rate (%)</td>
<td>39%</td>
<td>+1%</td>
<td>Positive</td>
</tr>
<tr>
<td>Water Usage (1,000 cubic feet)</td>
<td>33,044</td>
<td>0.2%</td>
<td>Negative</td>
</tr>
</tbody>
</table>
**Key Volume Indicators**

<table>
<thead>
<tr>
<th>Key Volume</th>
<th>Current</th>
<th>Change</th>
<th>Percent</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td>25,225</td>
<td>+175</td>
<td>+0.7%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Full Time Equivalent</strong></td>
<td>215</td>
<td>0</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Funded Vacancies</strong></td>
<td>11</td>
<td>-1</td>
<td>9%</td>
<td>Positive</td>
</tr>
<tr>
<td><strong>Buildings</strong></td>
<td>197</td>
<td>0</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Gross Square Feet</strong></td>
<td>18.8M</td>
<td>0</td>
<td>0%</td>
<td>Neutral</td>
</tr>
<tr>
<td><strong>Usage</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Orders (12-month)</td>
<td>48,874</td>
<td>541</td>
<td>+0.7%</td>
<td>Negative</td>
</tr>
<tr>
<td>Chilled Water (12-month in Ton-Hours)</td>
<td>21,968,012</td>
<td>510,078</td>
<td>+2.3%</td>
<td>Negative</td>
</tr>
<tr>
<td>Steam (12-month in Thousand Pounds)</td>
<td>1,185,872</td>
<td>24,937</td>
<td>+2.1%</td>
<td>Negative</td>
</tr>
</tbody>
</table>
Days Away, Restricted or Transferred (DART)

**Goal:** Reduce OSHA standard metric for serious injuries below 3.4 injuries per 100 FTE over a rolling 12-month period

**Drivers:** Equipment, training, behavior, processes, deficiency reporting and correction

**Initiative:** Maintain team training above 95% and improve deficiency reporting and correction

**KPI Leader:** Nicole Gall
Goal: Improve safety training compliance to greater than 95%

Drivers: Training Accessibility, Team Buy In, Manager Support, Content

Initiative: Improve Training Accessibility by increasing web-based content

KPI Leader: Nicole Gall
**Goal:** Maintain greater than 80% of Corrective & Emergency work orders closed within 31 days of creation

**Drivers:** Staff availability, client requirements, client scheduling, seasonal variations, task scheduling, material availability

**Initiative:** Client satisfaction

**KPI Leader:** Brian Cowperthwaite
**Client Satisfaction Rate**

**Goal:** Improve client satisfaction score to 97% or higher

**Drivers:** Timeliness, Communication, Rework, Neatness, Professionalism

**Initiative:** Improve Communication at time of service visit to ensure client is satisfied before technician completes

**KPI Leader:** Brian Cowperthwaite
Goal: Improve janitorial inspection score to 85% or higher
Drivers: Weather, Events, Construction, Location
Initiative: Align contractual requirements and client expectations using APPA’s cleanliness levels
KPI Leader: Brandon Rux
FS Identified Work Order Rate

Goal: Improve FS Identified CM WO’s to 30% or higher by total WO volume

Drivers: Training, Behavior, CM WO Completion Rate, Staffing, Engagement, data systems & tools

Initiative: Engage FS staff to identify and correct issues to reduce severity through early detection and disruption impact to client

KPI Leader: Brian Cowperthwaite
Steam Commodity Uptime

**Goal:** Maintain Steam Commodity Uptime above 99.95%

**Drivers:** Utility (electric, gas, water) Availability, Maintenance, Recapitalization Funding, Training, Staffing Level

**Initiative:** Improve PM and water chemistry program, target replacement of aging steam distribution infrastructure, hold emergency preparedness drills, investment in boiler controls

**KPI Leader:** Adam D’Ambrosio
Operations Actual to Budget

Goal: Manage Operating Expenses within +/- 2% of Budget
Drivers: Utilities, Salaries and Overtime, Emergency Repairs, Weather, Rework, Contractor Pricing
Initiative: Improve energy efficiency (Utilities) and reduce Rework component of Overtime
KPI Leader: Crystal Smith
Utilities Actual to Budget

Goal: Manage Utility Expenses within +/- 5% of Budget
Drivers: Weather, Energy Efficiency, Supplier Rates, Usage, Peak Shaving, Incentives
Initiative: GHG Emissions Reduction Plan, Curtailment, Energy Procurement Policy
KPI Leader: Crystal Smith

On Target: $173K Favorable
Preventive Maintenance On-Time Completion

**Goal:** Close 100% of Life Safety Preventive Maintenance work orders within 30 days of initiation

**Drivers:** Staff availability, total workload requirement, client scheduling, material availability, asset identification, task scheduling

**Initiative:** Increase reliability of equipment and optimize scheduling

**KPI Leader:** Brian Cowperthwaite
**Preventive Maintenance vs. Corrective Maintenance**

**Goal:** Drive Preventive Maintenance above 40% of work orders compared to Corrective & Emergency combined

**Drivers:** Staff availability, client requirements, client scheduling, seasonal variations, task scheduling, material availability

**Initiative:** Reduce corrective issues by improving preventive planning, execution, and approach to maintenance

**KPI Leader:** Brian Cowperthwaite
**Elevator Entrapments**

**Goal:** Reduce Elevator Entrapments to no more than TWO per month in FY21 (was FOUR in FY20)

**Drivers:** User Abuse, Recapitalization Funding, Contractor Maintenance, Issue Reporting and Correction

**Initiative:** Improve root cause analysis and “running on arrival data” to identify additional PM tasks

**KPI Leader:** Brandon Rux
Energy Usage Intensity

Goal: Decrease total energy usage by 20% from baseline

Drivers: Behavior, Central Plant Efficiency, Temp/Humidity Control, Lighting, Plug Loads, Laboratory Loads, Funding, Maintenance

Initiative: GHG Emissions Reduction Plan, Central Plant Efficiency Improvements, Deep Laboratory Retrofits, LED lighting retrofits

KPI Leader: Adam D’Ambrosio
**Waste Diversion Rate**

**Goal:** Improve Waste Diversion Rate to greater than 40%

**Drivers:** Equipment, Training, Behavior, Processes

**Initiative:** Improved lid schemes on dumpsters to better distinguish dumpster use; Implementing metal and landscape recycling programs; Increasing frequency of waste audits

**KPI Leader:** Brandon Rux
**Goal:** Decrease total water usage by 20% from baseline

**Drivers:** Behavior, Central Plant Efficiency, Fixture flow rates, Irrigation

**Initiatives:** Improve Central Plant Efficiency, Water Conservation Measures, Smart Irrigation and Rainwater harvesting projects

**KPI Leader:** Adam D’Ambrosio